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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q20-Q25):

NEW QUESTION # 20

To get the most accurate picture of an organization's actual state in a DevOps evolution, why is it essential to listen to everybody

that's involved, particularly those who are doing the work on a day to day basis?

- **A. Management often have a rosier view**
- B. There are many paths to success, and even more that lead to failure
- C. Cross team sharing is key to scaling
- D. Automating security is mission-critical

Answer: A

Explanation:

The correct answer is A because a reliable DevOps assessment must expose the organization's real operating conditions, not only its intended structure, formal reports, or leadership interpretation. In DevOps evolution, leaders must understand actual flow of work, friction points, queue times, handoffs, rework, incident patterns, cultural constraints, and sources of delay. These are often most visible to the people performing the work every day: engineers, testers, service desk staff, operations teams, security practitioners, product owners, and release personnel.

Management perspectives are valuable, but they can be filtered through dashboards, status reports, escalation paths, and optimistic assumptions. Leaders may see strategic intent, while teams experience practical reality.

This is why DevOps emphasizes learning from the system of work, going to where the work happens, creating psychological safety, and listening across organizational levels. Without frontline input, transformation activity may optimize the wrong constraint or reinforce existing dysfunction.

Options B, C, and D describe valid DevOps ideas, but they do not directly explain why broad listening is essential when assessing the current state. The relevant study guide areas are Measuring to Learn, DevOps and Transformational Leadership, Becoming a DevOps Organization, and Unlearning Behaviors.

NEW QUESTION # 21

Which of the following is a Beyond Budgeting principle?

- **A. Cultivate a strong sense of belonging and organize around accountable teams**
- B. Use fixed and cascaded targets
- C. Govern through rules and regulations
- D. Evaluate performance for measurement and rewards only

Answer: A

Explanation:

The correct answer is B because Beyond Budgeting promotes adaptive management, decentralized decision-making, transparency, trust, and accountable teams. It challenges traditional annual budgeting practices that rely heavily on fixed targets, centralized control, rigid planning cycles, and performance evaluation tied narrowly to budget adherence or reward mechanisms. In DevOps, this is highly relevant because fast flow and learning require funding and governance models that support adaptability.

Cultivating belonging and organizing around accountable teams aligns with DevOps operating models where teams own products, services, or value streams end to end. These teams require enough autonomy to respond to customer feedback, operational data, changing priorities, and emerging risks. Strong belonging also supports collaboration, shared purpose, and psychological safety.

Options A, C, and D reflect traditional command-and-control budgeting and governance. Rules and regulations, fixed cascaded targets, and measurement only for rewards can drive local optimization, gaming of metrics, and resistance to learning. Beyond Budgeting instead supports relative goals, dynamic planning, empowered teams, and continuous resource allocation. Relevant study guide references: Target Operating Models and Organizational Designs; Measuring to Improve; Becoming a DevOps Organization.

NEW QUESTION # 22

What is a characteristic of a high performing team according to Project Aristotle?

- A. Goals and execution plans are unclear
- **B. The work is personally important to all on the team**
- C. When taking risks, team members feel insecure
- D. They cannot count on each other to deliver on time

Answer: B

Explanation:

The correct answer is C because Project Aristotle identified "meaning" as one of the key dynamics of effective teams. In a high-

performing team, members experience the work as personally significant, worthwhile, and connected to something they value. This matters in DevOps leadership because transformation depends on committed, engaged teams that understand why their work matters to customers, the organization, and each other.

The other options directly contradict the conditions associated with strong team performance. Feeling insecure when taking risks indicates poor psychological safety, which reduces openness, experimentation, learning, and incident transparency. Being unable to count on each other violates dependability, another essential team dynamic. Unclear goals and execution plans indicate a lack of structure and clarity, which creates confusion, duplicated effort, and weak delivery focus.

For DevOps leaders, Project Aristotle reinforces that high performance is not achieved through pressure, heroics, or command-and-control behavior. It is enabled through trust, clarity, shared purpose, and meaningful work. Relevant study guide references: DevOps and Transformational Leadership, Maintaining Energy and Momentum, Articulating and Socializing Vision, and Unlearning Behaviors.

NEW QUESTION # 23

When preparing for a DevOps transformation, what technique can be used to create a shared vision of the need to change?

- A. Value stream map
- B. Change score card
- C. Reengineering
- D. Kanban

Answer: A

Explanation:

The correct answer is B because a value stream map is a strong technique for creating a shared view of why change is needed. Before a DevOps transformation can gain momentum, stakeholders must understand the current system of work: how demand enters, how work flows, where it waits, where it is handed off, where rework occurs, and where customer value is delayed. A value stream map makes these issues visible to everyone involved.

This shared visibility is important because transformation often fails when different teams hold different mental models of the problem. Development may see operations as a blocker, operations may see development as careless, and leadership may see only high-level delivery metrics. Value stream mapping helps replace assumptions and blame with a common evidence base. It allows stakeholders to see that many problems are systemic rather than caused by individual teams.

Kanban can help manage and visualize work, but the question asks about creating a shared vision of the need to change.

Reengineering is broader and more disruptive. A change score card may track change but does not create the same end-to-end understanding. Relevant study guide references: Articulating and Socializing Vision; Measuring to Learn; Measuring to Improve; Becoming a DevOps Organization.

NEW QUESTION # 24

When you are putting the customer upfront and center, what shouldn't you do?

- A. Let the highest paid person make the decisions
- B. Use live-streaming reaction and prediction services
- C. Be data-driven
- D. Pull ideas for improvement from the customer

Answer: A

Explanation:

The correct answer is A because customer-centric DevOps decision-making should be based on evidence, feedback, and validated learning rather than hierarchy. The "highest paid person's opinion" problem, often called HiPPO-driven decision-making, occurs when seniority overrides customer evidence, operational data, team insight, or experiment results. This is especially harmful in DevOps evolution because it reinforces command-and-control behavior and prevents organizations from learning from the actual users of the system.

Putting the customer upfront and center means using customer feedback, telemetry, usage data, support patterns, market signals, and outcome measures to guide prioritization and improvement. Pulling improvement ideas from customers is appropriate because it connects delivery to real needs. Using live-streaming reaction and prediction services can help organizations understand behavior and sentiment quickly.

Being data-driven supports faster feedback and better product decisions.

A DevOps leader should create conditions where decisions are informed by the people closest to the customer, the work, and the evidence. Relevant study guide references: Measuring to Learn; Becoming a DevOps Organization; DevOps and Transformational

Leadership; Articulating and Socializing Vision.

NEW QUESTION # 25

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